



Substance Abuse and Mental Health Services Administration
SAMHSA
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20
 1992-2012
 YEARS STRONG



DEPARTMENT OF HEALTH & HUMAN SERVICES

Behavioral Health is Essential To Health



Prevention Works





Treatment is Effective

People Recover





SAMHSA-HRSA

CENTER for INTEGRATED HEALTH SOLUTIONS

**Sustaining Progress 2:
Gaining Stability through Staff
Investment and Strategic Partnerships**



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HRSA
 Health Resources & Services Administration

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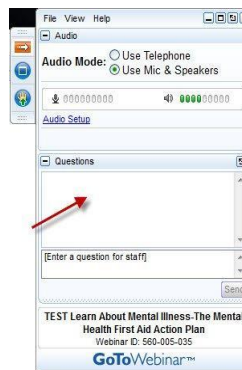
Slides for today's webinar are available on the CIHS website at:

<http://www.integration.samhsa.gov/mai-coc-grantees-online-community/webinars>

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How to ask a question during the webinar



If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**

THIS WEBINAR IS BEING RECORDED

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Learning Objectives

- Understand the importance of staff retention in long-term organizational stability
- Identify signs of staff burn-out and key steps to assess staff engagement
- Recognize which program results are valued in their own communities
- Identify financing best practices of mutual benefit to their organization and funding partners

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Healthy Minds. Strong Communities.

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Sustaining MAI CoC Grant Programming

February 21, 2017

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Learning Objectives

Participants will learn:

1. How to define sustainability
2. Three components to successful sustainability
3. Impact of community/stakeholder perception of services & staff turnover on sustainability



Sustainability Refers to:

- Ability to transition cost from grant funds to other sources
- The continuation of the grant project's programming, including staffing
- Ability to evaluate and leverage stakeholder perceptions of programming



Three Components to Successful Sustainability

1. Sustaining funding
2. Sustaining program improvements developed as a result of the grant
3. Sustaining staffing
4. Sustaining relationships/engagement with community stakeholders



Poll question

Which aspect of sustainability have you/your team spent time addressing (if equal time spent on all choose each one):

1. **Sustaining Funding** (i.e., funding to pay for staff/services)
2. **Sustaining Programming** (i.e., services/policy/procedures designed/enhanced by the grant)
3. **Sustaining Staffing** (i.e., preventing turnover/burnout)
4. **Sustaining Stakeholder Engagement** (i.e., individual consumers and community partners)



1. Sustaining Funding

- Important to transition from Grant funding to billable services ASAP!
- Requires assessment of services from standpoint of profit/loss
 - What is/isn't billable?; are bills submitted getting paid?, etc.)
 - See SAMHSA/HRSA CIHS website for sustainability checklist examples.
- Are costs being tied to individual clinicians, consumers, level of service, and clinical outcomes (i.e., value-based purchasing)?



2. Sustaining Programming

Requires robust Continuous Quality Improvement capabilities for:

- Using Plan/Do/Study/Act rapid-cycles for getting grant programming (e.g., clinical pathways and business work flows) within specifications
- Training staff in new policies/procedures
- Supporting supervisors to ensure staff are utilizing the policies/procedures to keep services within specifications



3. Sustaining Staffing

- Behavioral health staff turnover ranges between 25-50% annually
- The cost to organizations goes beyond dollars which are typically 20% of the annual salary
- Other costs include loss of institutional knowledge, impact on team morale, lost productivity and consumer engagement when a relationship with their provider ends

Source: The High (and Hidden) Costs of Staff Turnover in Healthcare, Tim Cleaver



3. Sustaining Staffing

Solutions to Staff Turnover:

1. Measure and monitor turnover
2. Adapt work environment/work flows to give staff more autonomy
3. Hire for the team not just position
4. Trust requires Communication, make sure there is clear communication across the organization



4. Sustaining Relationships with Stakeholders

Develop & maintain a communication plan to:

- Monitor “health” of your community provider partners
- Include public relations that monitor perceived value of your services by community partners (i.e., social media, etc.)
- Assess customer satisfaction for consumers



4. Sustaining Relationships with Stakeholders

- Employ Partnership Assessment Tools when starting new Partnerships and when existing partnerships need fixing/refreshing
- Partnership Resources:
 - Center For Integrated Health Solutions
 - CDC Change Action Guide





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Relationship Fact

The real problem with relationships is not the fact that relationship problems frequently complicate our lives, the real problem with relationships is that most of us have **never** learned what constitutes a healthy relationship.

FACT!



Tips to Make Work Relationships Effective



- 1. Develop a Positive Attitude:** Avoid sharing negative thoughts, actions, criticisms, and sarcastic snipes
- 2. Accept Personal and Cultural Differences:** It is counterproductive to expect and hope for everyone to be like and think like you
- 3. Give Respect to Earn Respect:** Regardless of the situation, try not to lash out or be rude
- 4. Share Opportunities and Recognition Willingly with Co-Workers:** Share the spotlight and recognition with co-workers; don't hog these accolades

<http://www.mondaq.com/x/155322/Five+Top+Employee+Retention+Strategies>



Tips to Make Work Relationships Effective



- 5. Resolve Conflicts Early:** When a negative situation arises, do not let it continue to boil
- 6. Accentuate the Positives:** Don't be overly critical and instead focus on reframing things in a positive manner
- 7. Set Boundaries:** Avoid developing friendships at work that are too personal and that will sooner or later begin to interfere with your work
- 8. Listen Attentively:** Give your co-workers your undivided attention and express genuineness and concern when appropriate; make time for them

<http://www.mondaq.com/x/155322/Five+Top+Employee+Retention+Strategies>



Tips to Make Work Relationships Effective



9. Communicate Effectively and Professionally: Engage in open and honest communication and learn how co-workers prefer to be communicated and interacted with

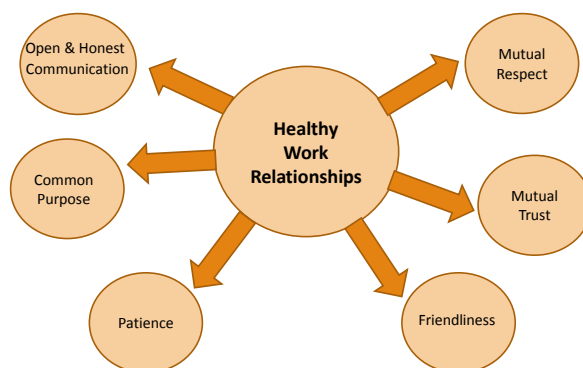
10. Avoid Gossiping: Gossip is one of the top destroyers of healthy work relationships

11. Deliver Good Customer Service: Interact with co-workers and customers in a friendly and professional manner. Eliminate any negative comments and body language

12. Do and Complete Your Work: A healthy and positive work ethic will often encourage others to want to work with you; doing your job well breeds support and positive reinforcement from others

<http://www.mondaq.com/x/155322/Five+Top+Employee+Retention+Strategies>

What Consists of a Healthy Work Relationship?



<http://www.success.com/article/rohn-8-traits-of-healthy-relationships>

How to Develop Effective Communication

- Ways to Establish Effective Communication Models:
 - Example: Weekly Meetings between Staff and Supervisor
- Feedback Sessions after Big Project Tasks are Completed
- Recognize Staff Achievements on a Grand Scale
 - Examples: Employee of the Month, Newsletter, All Staff Meetings
- Periodic Performance Appraisals
 - Example: Semi-annual & Annual



Effective Communication in the Workplace Requires

A Supervisor who:

- Make time for them
- Listen to them
- Make them feel supported and cared for

Result: Domino Effect



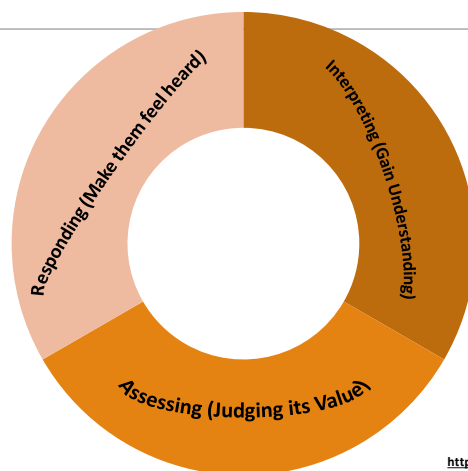
Hearing v. Listening

Hearing -- is a physical act of your ears receiving sound waves

Listening -- is about mental focus that involves processing what you hear



3 Steps in Listening



<http://www.aafp.org/fpm/2006/0100/p47.html>



3 Steps in Listening

1. Interpreting (Gain Understanding): making sure you understand what you are hearing; the message the speaker intended you to get

2. Assessing (Judging its value): Don't evaluate messages on whether or not you like what you hear

These two processes take place in your head

3. Responding (Signal to the speaker that you are listening): Verbal or non-verbal cues that signal to the speaker that you are listening to what they are saying. You can say things like "I understand" or "Please go on" as well as nod your head or smile. You can also restate what they are saying as another means of demonstrating you are listening to them.

<http://www.aafp.org/fpm/2006/0100/p47.html>

Communication in the Workplace

Feeling Valued Fosters a Sense of Belonging



Having Ownership in the Project/Agency/Business



Experiencing Job Satisfaction



Employee Job Satisfaction

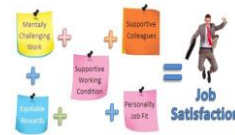
Improving satisfaction can reduce turnover and help maintain a stable and motivated workforce.

Step 1: Identify Area of Dissatisfaction and Include Staff in Resolution Tactics

Step 2: Cultivating Functional Communication Pathways

Step 3: Consistency and Structure → Employee Work Practices (Supervisor Same Standard)

Step 4: Job Tasks → Make Work Challenging and Purposeful



<http://work.chron.com/employee-retention-satisfaction-1307.html>

The Keys to Success

Healthy work relationships are a major contribution for any institution to thrive and succeed.

Unhappy employees and tension may impact customers and overall organizational productivity.

Maintaining functional and healthy relationships at work can increase employee morale.



Initial Impression with Employee

- ❑ New hire orientation
 - Outline expected goals/Review job description
 - Explain Job Benefits
- ❑ On-boarding (Easing first day anxieties)
 - refers to introducing new staff member to others personally
- ❑ Present career advancement/leadership ladder opportunities
- ❑ Establish rapport



<https://www.roberthalf.com/employers/hiring-advice/employee-retention>

Work Environment

- ❑ Flexibility
- ❑ Empowerment
- ❑ Non-discriminatory practices:
 - ❑ Example: Equality
- ❑ Overcoming employment limitations
 - ❑ Example: No monetary increases
- ❑ Foster an environment that breeds productivity and a shared success
 - ❑ Example: Give people productive work to do; make it challenging



<https://www.roberthalf.com/employers/hiring-advice/employee-retention>

Tactics Used to Sustain Productivity & Success

I. Be Empathic

- *Putting self in other person's shoes*
- *Get involved in doing work that staff is doing*
- *Assist staff in any way possible*

II. Show staff unconditional support:

- When justified defend staff to the full extend of your abilities and resources
- Explore training for staff to help advance their careers/assist them in producing educational goals



Tactics Used to Sustain Productivity & Success (continued)

III. Team building activities

- Staff retreats
- Networking luncheons/dinners
- Goal and Mission Focused Activities aimed at developing or refining interpersonal skills

IV. Create a family type atmosphere

- Birthday celebrations
- Recognize family/loved ones achievements
- Make work fun
- Encourage a Healthy Work/Life Balance



<https://www.roberthalf.com/employers/hiring-advice/employee-retention>

How to Motivate Employees

Offer Staff Merit Based Incentives:

- Travel
- Flex time
- Days off
- Raffles
- Breaks



Performance Appraisals

- Constant Feedback; **good or bad**
- Recognize All Positive Things; **big or small**
- Communicate Positive Feelings
- Do not tolerate sub-par performance



Destructive Factors in Relationships

- Selfishness
- Micro-managing
- Poor Communication Skills
- Negative Attitudes
- Acts of Betrayal
- Blaming Others for Problems
- Unrealistic Expectations
- Lack of Quality Time
- Failure to Demonstrate Support/Positive Reinforcement



<http://smallbusiness.chron.com/differences-between-destructive-constructive-conflict-1202.html>

The Key to Retention is to Address the Primary Reasons Given for Employee Dissatisfaction

- Boredom or lack of challenging work
- Limited opportunities
- Lack of appreciation
- Ineffective co-workers
- Lack of leadership or poor supervision
- Unreasonable workload
- Unreasonable work hours
- Insufficient pay



Silent Relationship Killers

Unresolved Issues
with immediate family
members can infect all of
your future relationships



***The quality of the people you
employ and retain is the heart of
your organizational success***



KEEP IN MIND

**SENSE OF HUMOR
IS ALWAYS
HELPFUL**



Type your response in the
question-box

How do you validate your staff?





ERASING BARRIERS PROJECT
Co-Location Project
City of Laredo Health Department
&
PILLAR



Questions?

Enter your questions into the Questions
box for the presenter to respond in
discussion

Next Webinar

Tuesday, March 7, 2017

Welcoming Peers: The Role of Persons Living with HIV
and At-Risk Peers in Education and Empowerment

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MAI-CoC Communities of Practice

- **Keys to Developing an Effective Syringe Service Program and other Related Evidence Based Practices and Partnerships to Enhance the MAI-CoC**
Session Dates: Wednesday 2/22, 3/29, 4/26 at 2:00pm ET
- **Sharing Integration Innovations (e.g., PrEP, PeP, MAT). What works, what doesn't work?**
Session Dates: Thursday 2/23, 3/30, 4/27 at 3:00pm ET

Learn more and register at:

<http://www.integration.samhsa.gov/mai-coc-grantees-online-community/communities-of-practice>

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Onsite Trainings for MAI-CoC Grantees

- Motivational Interviewing
- Using GPRA/TRAC Data for Program Sustainability
- Trauma-Informed Care
- Whole Health Action Management
- SBIRT
- Integrated Practice Assessment Tool (IPAT) Consultation and Planning
- Medication Assisted Treatment 101
- Achieving Cultural Competence in Behavioral Health and HIV Service Delivery
- Case Management to Care Management Training
- Mastering Supervision
- Staff Wellness

<https://form.jotform.com/63356260032952>

Contact: integration@thenationalcouncil.org

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For More Information & Resources

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feedback by completing the survey at the
end of today's webinar.



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